

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
NOVEMBER 11, 1988, IN LISNER HALL
ROOM 603

The meeting was called to order by Vice President French at 2:13 p.m.

Present: Vice President French, Registrar Gaglione, Parliamentarian Schechter, Berkovich, Birnbaum, Burdetsky, Burks, Chaves, Cibinic, Deering, Divita, Fox, Garris, Graff, Griffith, Kenny, Kirsch, Leonard, Liebowitz, Moore, Morgan, Painter, Paratore, Park, Parrish, Prats, Robbins, Robinson, Schiff, and Smith

Absent: President Trachtenberg, Cohn, East, Elgart, Friedenthal, Solomon, Tolchin, and Yezer

APPROVAL OF THE MINUTES

The minutes of the regular meeting of October 14, 1988, were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

INTRODUCTION OF AND PRESENTATION BY ROBERT A. CHERNAK, VICE PRESIDENT FOR STUDENT AND ACADEMIC SUPPORT SERVICES

Vice President French introduced the new Vice President, Robert A. Chernak, to the members. Vice President Chernak thanked Professor Robinson for the opportunity to speak to the full Senate and he then presented his remarks. At the conclusion of his remarks, Vice President Chernak invited questions. (Remarks by Vice President Chernak are attached hereto and made a part of these minutes.)

Professor Kirsch noted that several years ago the Senate passed a resolution recommending to the President that freshman enrollment be stabilized at 1,000, which obviously went by the board. He asked if the present administration was planning to increase student enrollment or just better qualified students, if given the choice. Vice President Chernak replied that the issue was more than just numbers. The real key was to try to make sure that the planning and the allocation of resources were in synchronization with the academic plan and that this was something the Budget Advisory Team would be working towards. He said he did not know if there was an ideal number of students, but he thought that the University must be realistic in determining what was a natural level of application flow for each department within the institution. He expressed hope that we could do better in convincing a larger number of those students that we accept to accept GW's offer of admission.

Professor Chaves said that, if he heard correctly, Cornell was listed as one of the institutions comparable to GW, and he asked if that meant that GW was appealing to the same population as Cornell. The Vice President responded that he did not say that Cornell was necessarily comparable, but rather that when we evaluate GW applicants and compare what other institutions they also applied to at the same time, Cornell was one of those schools that was frequently mentioned in the College Board Reports. He said two factors must be considered: first, when students and their families start to think about what institutions they might like to matriculate at, Cornell, GWU, BU, Syracuse, etc., were the other schools that were being considered at the same time; second, with regard to the matter of ranking, in those cases where students applied to Cornell and GW, perhaps Cornell was more frequently their first choice, but in terms of frequency of score reports sent to both GW and Cornell, Cornell was definitely on that list of our top ten competitors among private schools.

Professor Schiff asked Mr. Chernak if he had any comments on the prospect for future graduate enrollments, and the Vice President replied that he had not as yet become involved in the planning on the graduate level, but that perhaps Vice President French could respond to that question. Dr. French indicated that planning on the graduate level enrollment was indeed being undertaken.

Professor Griffith said that he would like to know what sort of process was envisioned or where the decision-making authority would lie for the determination of the enrollment target. As a department chair on or off for some years, he did not remember ever being asked his opinion about what he thought the college could handle, nor was he informed of whether the department would be faced with a small or large enrollment. The Vice President said that it was his view that enrollment planning and forecasting should start at the departmental level and move up to the college level and eventually to the University level. It was important, he said, to understand the correlation between those enrollment forecasts and revenue flow, and one of the reasons the President appointed a Budget Advisory Team was to look into just that type of issue.

Professor Deering asked if there was an explicit attrition target, and Mr. Chernak replied that he thought the University should establish an objective of improving our retention of freshman students through graduation by at least 25%. Therefore, if our current experience is 40% attrition, the goal should be to first reduce this to 30%. Although some attrition can be a normal expectation over a four-year period due to such factors as change of major, changes in the family's financial condition, homesickness or a mismatch between the student's expectations for college and his or her actual experience, he pointed out that retention started at the point of admission. Having better knowledge about the students the University wanted to admit and a profile of the students who come here and sustain their attendance through four years was the kind of data that the University has to have so that the quality of admission decisions can be better made in order to positively affect retention.

Professor Morgan said he had a comment regarding planning for the future and coordination of efforts, particularly with reference to academic advising. As a member of a department that has approximately 350 undergraduate members, and as one of the fifteen or so faculty engaged in advising, Professor Morgan said that it was very difficult to advise students on their schedules, which is a requirement for preregistration, when he had not yet received a copy of the schedule of classes. This was a concrete problem related to coordination and planning and he wondered who would have responsibility for acquiring and applying this kind of information so as to really improve the advising system. Mr. Chernak said that he regarded that problem as an administrative problem and that within some reasonable period of time, he did not see any reason why there couldn't be developed a student information system that would help support that function. The Registrar pointed out that 28,000 schedules of classes were received from the printer on October 31st and were delivered the next day to the Deans' Offices, so he did not understand why there should have been a problem in this regard. He said that in terms of long-range planning, the administration was looking into the development of a degree audit process. The first phase of a degree audit facility is a transfer credit scheme which would be more responsive to the transfer credit needs of various schools. One major problem was getting a network on which to have this system reside so the faculty could have access to it. Further discussion followed by Professors Robinson, Fox, Park, and Mr. Stoner.

Vice President Chernak said he wished to comment on three matters. With reference to the computer problems, he said that he has asked Dr. Coates to coordinate with various people in the computer center on the administrative and academic sides to prepare a presentation for the Budget Advisory Team on December 8th. This matter would be a specific focus of the Team's attention. He noted also that a "fact book" containing the minutes of the Budget Advisory Team's meetings was on reserve in the Gelman Library for anyone interested in seeing the information distributed to the Team members. In addition, at least one "town forum" would be scheduled by the Budget Advisory Team to allow members of the University community to express whatever their concerns might be about budgetary problems, etc. With reference to the transfer situation, Mr. Chernak noted that the University faced a particular problem in this area because only approximately one-third of GW's freshman population come here as a first choice, but the other two-thirds come here as a second or third choice. What has to be done, he thought, starting all the way from orientation, was to convince those students who had not selected GW as their first choice that it was still the right choice.

Vice President French thanked Vice President Chernak for his remarks.

FURTHER UPDATE OF DATA RELATING TO RESOLUTION 87/1, "A RESOLUTION CONCERNING FACULTY SALARIES"; PROFESSOR ARTHUR D. KIRSCH, CHAIRMAN, APPOINTMENT, SALARY, AND PROMOTION POLICIES COMMITTEE

Professor Kirsch explained that the list of 13 schools (distributed with the agenda) developed by the Appointment, Salary, and Promotion Policies Committee was based on data submitted by the deans and the Executive Committee. Some of the schools had resources greater than GW, but others had less; some had higher salaries, others had comparable salaries, and some had lower salaries. The Committee thought that this would be a good beginning point and if the Senate would approve this list of schools, then the Committee could begin to collect all kinds of information that would be too labor-intensive to collect for all Type I Research Institutions.

Professor Morgan moved the adoption of the list of 13 schools as recommended by the Committee on Appointment, Salary, and Promotion Policies, and the motion was seconded.

Professor Griffith asked what criteria was used to define this set of schools. Professor Kirsch said that the criteria used was salary levels, benefits, endowment, research orientation, undergraduate and graduate schools, reputation of the school, law schools, facilities, and also the kinds of schools that GW might aspire to be classed with in three to five years.

A discussion followed by Professors Fox, Cibinic, Kirsch, and Dean Burdetsky. The question was called on the motion to adopt the list of 13 schools, and the motion was carried. (The list of 13 schools is attached.)

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF ASSISTANT PROFESSOR KIM J. HARTSWICK TO THE EDUCATIONAL AND ADMISSIONS POLICY COMMITTEE

On behalf of the Executive Committee, Professor Robinson nominated Professor Kim J. Hartwick for election to the Educational and Admissions Policy Committee. No nominations were made from the floor, and Professor Hartwick was unanimously elected.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson, on behalf of the Executive Committee, reported on the activities of the Committee. (The report is attached and made a part of these minutes.)

BRIEF STATEMENTS

On behalf of the Joint Committee of Faculty and Students, Professor Robbins, Co-Chairperson, said that the Committee has been aware that a major initiative of the Student Association was to improve the quality and distribution of the Student Academic Evaluations. In this regard then, he asked the privilege of the floor for Jon Kessler, Vice President of the Student Association.

Mr. Kessler said that GWUSA was working very hard on the Academic Evaluations which would include all the undergraduate institutions, the graduate schools, the Medical Center, and the Law Center. He said that they have tried to emphasize a one-on-one contact between student representatives and as many faculty members as possible, specifically department chairs, to ask faculty to participate in this evaluation. Mr. Kessler said that they have also tried to make it easier for the faculty by excluding questions that were somewhat controversial. In addition, a survey was being included for the first time to give the faculty an opportunity to describe their courses in more detail than was possible in the University Bulletin. These course descriptions would be printed along with the student evaluations so that this guide would not only be an evaluative guide, but could be a truly effective and efficient guide for students selecting courses not based solely on workload but on a fair course description. He said that the surveys would be distributed shortly and he urged the faculty to participate and to make comments on how the survey might be improved.

ADJOURNMENT

Upon motion made and seconded, Vice President French adjourned the meeting at 3:30 p.m.



J. Matthew Gaglione
Secretary

REMARKS TO THE FACULTY SENATE
NOVEMBER 11, 1988
BY ROBERT A. CHERNAK, VICE PRESIDENT
FOR STUDENT AND ACADEMIC SUPPORT SERVICES

DURING MY FIRST 12 WEEKS OF EMPLOYMENT I HAVE SPENT
CONSIDERABLE TIME FAMILIARIZING MYSELF WITH THE HISTORY, MISSION
AND OPERATIONS OF THIS VERY COMPLEX INSTITUTION. IN THE SPIRIT OF
COMPLETE CANDOR, ONE OF THE THINGS I MUST TELL YOU TODAY IS THAT
AS FAR AS THE HISTORY GOES, I'M ONLY UP TO THE YEAR 1876!

HOWEVER I HAVE FOCUSED SOME SPECIAL ATTENTION ON THE PRESENT
IN THE AREAS OF UNDERGRADUATE ADMISSIONS AND STUDENT FINANCIAL AID
- PARTICULARLY BECAUSE THESE ARE CRITICAL ON-GOING ENTERPRISES OF
VITAL IMPORTANCE TO THE FUTURE HEALTH OF THE UNIVERSITY - BOTH IN
TERMS OF ACADEMIC REPUTATION AS WELL AS BUDGETARY IMPACT.

MY BASIC MESSAGE TO YOU THIS AFTERNOON ABOUT OUR EFFORTS TO
DATE IN UNDERGRADUATE ENROLLMENT MANAGEMENT ACTIVITIES FOR NEW
STUDENTS IS STRONGLY POSITIVE. IN THIS AREA, GEORGE WASHINGTON

HAS NOT ONLY MET MANY OF THE CHALLENGES BETTER THAN MOST OTHER COLLEGES AND UNIVERSITIES BUT ALSO WE HAVE BEEN MORE SUCCESSFUL THAN WE GIVE OURSELVES CREDIT FOR. LET ME CITE JUST A FEW EXAMPLES:

FIRST, LAST YEAR GEORGE WASHINGTON UNIVERSITY RECEIVED MORE INQUIRIES FOR FRESHMAN AND TRANSFER ADMISSIONS THAN AT ANY OTHER TIME IN ITS HISTORY. MORE THAN 44,000 POTENTIAL STUDENTS EXPRESSED SOME INTEREST IN OUR INSTITUTION IN 1988 - UP 33% FROM THE PREVIOUS YEAR.

SECOND, WE RECEIVED MORE THAN 7,000 APPLICATIONS FOR ADMISSION FOR THIS YEAR'S ENTERING CLASS - AN INCREASE OF MORE THAN 1,000 APPLICATIONS OVER 1987.

THIRD, THIS YEAR'S ENTERING FRESHMAN CLASS OF 1,353 STUDENTS WAS ALMOST 100 GREATER THAN LAST YEAR; AND COMBINED WITH NEW TRANSFER STUDENTS OF 432 (INCIDENTALLY, A NUMBER 20% HIGHER THAN LAST YEAR) RESULTED IN A TOTAL NEW STUDENT ENROLLMENT 165 STUDENTS MORE THAN LAST YEAR.

EQUALLY AS IMPORTANT, IS THAT COUPLED WITH THIS DRAMATIC INCREASE IN NUMBERS, ACADEMIC QUALITY BY MANY INDICATORS ALSO HAS IMPROVED. AS AN ILLUSTRATION, SAT COMBINED VERBAL AND MATH SCORES INCREASED TEN POINTS TO AN AVERAGE OF 1110. OUR EXPERIENCE IN THIS REGARD IS ESPECIALLY IMPRESSIVE WHEN ONE CONSIDERS THE FOLLOWING NATIONAL STATISTICS:

1. THE AVERAGE SAT SCORE LAST YEAR AMONG ALL TEST TAKERS WAS 895.
2. THE AVERAGE AMONG COLLEGE BOUND STUDENTS WAS JUST SLIGHTLY HIGHER AT 904.
3. OF THE TOTAL NUMBER OF STUDENTS TAKING THE SAT'S NATIONALLY, ONLY 12% OF THE POPULATION HAD SCORES EXCEEDING 1200; AND BARELY 22% HAD RESULTS BETWEEN 1000 AND 1199.

IN OUR SCHOOL OF ENGINEERING 63% OF THE ENTERING FRESHMEN RANKED IN THE TOP TEN PERCENT OF THEIR HIGH SCHOOL GRADUATING CLASS. OVERALL FOR THE UNIVERSITY, A LARGER PERCENTAGE OF FRESHMEN GRADUATED IN THE TOP 20% OF THEIR CLASS.

ADDITIONALLY, THE GOOD WORD ABOUT GEORGE WASHINGTON UNIVERSITY SEEMS TO BE SPREADING BEYOND THE DISTRICT, MARYLAND AND VIRGINIA. WE HAVE SEEN AN INCREASE IN ENROLLMENT FROM SUCH STATES AS FLORIDA BY 100% WHICH EXPORTED TO US 61 NEW STUDENTS, AND CORRESPONDINGLY LARGE PERCENTAGE INCREASES IN ILLINOIS 43%, OHIO 175%, AND NOT TO BE OVERLOOKED, PRESIDENT TRACHTENBERG'S AND MY FORMER HOME STATE OF CONNECTICUT WHERE 92 NEW STUDENTS - AN INCREASE OF 42% - ENROLLED.

ALTHOUGH LESS DRAMATIC, WE ALSO HAVE INCREASING NUMBERS OF STUDENTS COMING FROM LOUISIANA, UTAH, ARIZONA AND TEXAS AND FOR THE FIRST TIME IN AT LEAST THE LAST FOUR YEARS, FROM THE STATES OF ARKANSAS AND MONTANA.

HAVING SHARED WITH YOU THE GOOD NEWS ABOUT OUR ENTERING CLASS, LET ME SHIFT GEARS FOR A MOMENT, AND DISCUSS WHAT I BELIEVE ARE THE MAJOR HURDLES WHICH MUST BE OVERCOME TO ENSURE A CLIMATE OF STABILITY FOR THE FUTURE. AS I HAVE PREVIOUSLY MENTIONED, THE HIGH STANDARDS FOR ADMISSION TO GEORGE WASHINGTON UNIVERSITY REPRESENT A VERY NARROW SPECTRUM OF THOSE STUDENTS GRADUATING FROM HIGH SCHOOL. LESS THAN 20% OF THE COLLEGE BOUND POPULATION HAVE ATTAINED SUFFICIENT HIGH SCHOOL RECORDS AND REQUIRED SAT APTITUDE AND ACHIEVEMENT TEST SCORES TO BE CONSIDERED ACCEPTABLE TO OUR INSTITUTION.

FURTHERMORE, AS SMALL AS THIS TARGETED MARKET SEGMENT SEEMS TO BE, IT IS FURTHER REDUCED BY THE FACT THAT ONLY ABOUT 60% OF THIS GROUP GO ON TO PRIVATE COLLEGES AND UNIVERSITIES AND THAT AN ADDITIONAL 25% OF THE REMAINDER HAVE AN INTEREST IN UNDERTAKING STUDY IN PROGRAMS NOT PRESENTLY OFFERED AT GEORGE WASHINGTON. CONSEQUENTLY, ONLY 9% OF THE COLLEGE BOUND HIGH SCHOOL SENIORS IN THE NATION MEET THE "PROFILE" OF POSSIBLE MATRICULANTS.

EVEN THOUGH WE HAVE MADE PROGRESS IN DIVERSIFYING OUR GEOGRAPHIC BASE, 85% OF OUR NEW STUDENTS STILL COME FROM ONLY TEN FEEDER STATES, WITH ALMOST HALF OF THIS GROUP RESIDING IN THE TWO STATES OF NEW YORK AND NEW JERSEY. WITH THE EXCEPTION OF MARYLAND, THE NUMBER OF SAT SCORE REPORTS SENT TO GEORGE WASHINGTON FROM THESE FEEDER STATES IS LESS THAN 3 PERCENT MARKET SHARE. ABOUT ONE-SIXTH OF OUR ENTERING CLASS COME FROM ONLY 60 HIGH SCHOOLS - INDICATING A TOO HIGHLY CLUSTERED ENROLLMENT PATTERN.

DURING THE PERIOD 1988 THROUGH 1993 CHANGING POPULATION PATTERNS REFLECT A FORECASTED 15% TO 22% DECREASE IN THE NUMBER OF PEOPLE GOING ON TO COLLEGE FROM OUR PRIMARY RECRUITING AREAS. THERE ARE ALSO MANY EXPERT ECONOMISTS AND BUSINESS LEADERS PREDICTING DOWNTURNS IN THE ECONOMIC CLIMATE OF THE COUNTRY DURING THE NEXT FOUR YEARS REGARDLESS OF WHO THE NEXT PRESIDENT OF THE UNITED STATES WILL BE.

FOR ALL OF THESE REASONS, AND OTHERS, WE REMAIN VULNERABLE TO THE FORTUNES WHICH LIE AHEAD IF WE ALLOW OUR SUCCESS TO LULL US INTO A FALSE SENSE OF SECURITY.

AS A RESULT OF FORMIDABLE ECONOMIC AND DEMOGRAPHIC CIRCUMSTANCES BEYOND OUR CONTROL, AND THE PRESSURES OF EXPECTED INCREASED COMPETITION FROM OTHER COLLEGES WITH WHOM WE HAVE "CROSS-APPLICATION" OVERLAP, REQUIRES GEORGE WASHINGTON UNIVERSITY TO MEET THIS CHALLENGE MORE AGGRESSIVELY THAN AT ANY OTHER TIME IN ITS LONG HISTORY. OUR REACTION MUST BE QUICKER AND RUN MORE DEEPLY THAN JUST CONTINUING TO DO BUSINESS MORE OR LESS AS USUAL. WE MUST DO MORE TO BE MORE RESPONSIVE TO CONSUMERS, TO ENGAGE IN MORE INTENSIVE MARKET ANALYSIS AND STRATEGIC PLANNING, AND TO THINK ABOUT CREATIVE WAYS OF DEVELOPING OUR PROGRAMS AND CURRICULUM AND OFFERING THEM TO THE PUBLIC.

FOR THE PAST 12 WEEKS, I HAVE BEEN MEETING WITH DEANS, DEPARTMENT CHAIRPERSONS, FACULTY, OUR DIRECTORS OF ADMISSIONS, AND STUDENT FINANCIAL AID AND MANY OTHER COLLEAGUES IN THE ADMINISTRATION TO DISCUSS OUR PRESENT MARKET POSITION. WE HAVE ASKED OURSELVES AND RESEARCHED SEVERAL QUESTIONS IN ORDER TO BETTER UNDERSTAND THE IMPLICATIONS OF OUR PRESENT ENROLLMENT SITUATION AND

TO ASCERTAIN WHAT OUR ENROLLMENT POTENTIAL MIGHT BE IN THE 1990'S. WE KNOW THAT GEORGE WASHINGTON UNIVERSITY HAS ESTABLISHED ITSELF WITHIN AN ACADEMIC "LEAGUE" A GROUP OF COMPETITORS SHARING SIMILAR CHARACTERISTICS. WE KNOW WHICH PARTICULAR INSTITUTION'S POTENTIAL STUDENTS THINK ABOUT WHEN THEY THINK ABOUT US. WE KNOW TO WHICH COHORTS OF THE POPULATION WE MAINTAIN A LEADERSHIP POSITION AND WHERE WE COME IN SECOND OR THIRD CHOICE.

AMONG THE LIST OF PRIVATE SCHOOLS IN THIS CATEGORY ARE BOSTON UNIVERSITY, SYRACUSE UNIVERSITY, NEW YORK UNIVERSITY, EMORY UNIVERSITY, TULANE, BOSTON COLLEGE, CORNELL, UNIVERSITY OF PENNSYLVANIA, CARNEGIE MELLON, GEORGETOWN, AMERICAN, UNION COLLEGE AND TUFTS. YOU MIGHT ALSO BE INTERESTED TO KNOW THAT WITH THE EXCEPTION OF SYRACUSE, WHICH HAS MANY OF ITS PROGRAMS SUBSIDIZED BY THE STATE OF NEW YORK, THAT THE TUITION AT GEORGE WASHINGTON UNIVERSITY IS THE LOWEST AMONG OUR TOP 11 COMPETITORS - USUALLY BY AN AMOUNT EQUAL TO \$2,000 TO \$3,000.

DESPITE THIS ECONOMIC ADVANTAGE, ONLY APPROXIMATELY 33% OF THOSE WHO CURRENTLY APPLY LIST GEORGE WASHINGTON AS THEIR SCHOOL OF FIRST CHOICE. ALSO, CONVERSION RATES FOR ACCEPTED APPLICANTS FALL BELOW THE NORMS OF OUR COMPETITION. THIS YEAR, 26% OF THOSE STUDENTS ACCEPTED FOR ADMISSION ACTUALLY ENTERED AS REGISTERED

STUDENTS AND AMONG THOSE STUDENTS WHO DO COME WE SEE FROM YEAR TO YEAR AN ELLIPTICAL DISTRIBUTION AMONG OUR VARIOUS PROGRAMS AND COLLEGES. THIS PHENOMENON RAISES SERIOUS PROBLEMS WHICH EFFECTS OUR ABILITY TO EFFECTIVELY MANAGE ENROLLEMNT CONGRUENT WITH FACULTY STAFFING, COURSE SCHEDULING, CLASSROOM SPACE ASSIGNMENTS AND THE ALLOCATION OF FINANCIAL RESOURCES.

CLEARLY, OTHER FACTORS ARE OPERATING HERE OTHER THAN PRICE, THAT MUST BE ADDRESSED TO CONFRONT THE CHALLENGES WHICH LIE AHEAD.

IN ORDER TO BE SUCCESSFUL IN THE FUTURE TO MANAGE A PROGRAMMED RESPONSE TO SUCH OBJECTIVES AS KEEPING ENROLLMENT STABLE, OR MORE EVENLY BALANCED AMONG COLLEGES, OR INCREASING QUALITY AND/OR GEOGRAPHIC AND ETHNIC DIVERSITY - THE UNIVERSITY MUST CONTINUE ITS EFFORTS TO REACH A LARGER PROSPECTIVE STUDENT MARKET AND TO IMPROVE THE PERCEPTION OF POTENTIAL STUDENTS ABOUT THE QUALITY OF OUR ACADEMIC PROGRAMS AND LIFE ON CAMPUS.

MANY INITIATIVES ARE ALREADY UNDERWAY TO TACKLE THE PROBLEM. FIRST, A MORE INTENSE EFFORT WILL BE UNDERTAKEN TO RECRUIT A

GREATER NUMBER OF NATIONAL MERIT SEMI-FINALISTS AND FINALISTS THROUGH THE USE OF SCHOLARSHIP FUNDS. THE ABILITY OF THE UNIVERSITY TO ATTRACT UNDERGRADUATES WITH INTELLECTUAL ABILITIES APPROPRIATE TO THE CURRICULUM AND AMBITIONS OF THE FACULTY IS ESSENTIAL. AN INCREASE IN FINANCIAL AID OF 33% OR \$2 MILLION - HAS BEEN PROPOSED FOR NEXT FISCAL YEAR TO ASSURE THAT ACCESS BY QUALIFIED STUDENTS - AND THE CONTINUED ENROLLMENT OF CURRENT STUDENTS - WHO HAVE DEMONSTRATED FINANCIAL NEED IS NOT ADVERSELY AFFECTED BY TUITION INCREASES. MORE ATTENTION WILL ALSO BE PAID TO RECRUITING GREATER NUMBERS OF MINORITY STUDENTS AND TO PROVIDE THE NECESSARY SUPPORT SERVICES FOR THEM TO HELP INSURE ACADEMIC SUCCESS.

WE WILL CONTINUE TO INTENSIFY OUR ADMISSIONS EFFORT BUILDING UPON OUR TRADITIONAL FORMS OF COMMUNICATION WITH PROSPECTIVE STUDENTS. COLLEGE DAYS, COLLEGE NIGHTS, COLLEGE FAIRS, HIGH SCHOOL VISITS, ON-CAMPUS AND OFF-CAMPUS INTERVIEWS, OPEN HOUSES, RECEPTIONS, DIRECT MAIL, SCHOOL AND PROGRAM-SPECIFIC PUBLICATIONS, LETTERS AND TELEPHONE CALLS ARE ALL PART OF OUR ARSENAL. ADDITIONALLY, GREATER ATTENTION WILL BEGIN TO BE PAID TO SECONDARY AND TERTIARY MARKETS LIKE CHICAGO, DALLAS, ATLANTA, UPPER NEW ENGLAND AND LOS ANGELES WHERE WE HAVE BEGUN TO SEE RESULTS FROM OUR SEEDING EFFORTS. WE ALSO WILL BE EXPANDING OUR RECRUITING IN INTERNATIONAL MARKETS SUCH AS ASIA, THE IVORY COAST OF AFRICA AND

THE CARIBBEAN.

WE CANNOT IGNORE THE UNIQUE PUBLIC RELATIONS OPPORTUNITIES WINNING INTERCOLLEGIATE ATHLETIC TEAMS CAN BRING TO GEORGE WASHINGTON, AND WE WILL WORK TOWARDS BEING COMPETITIVE IN OUR CONFERENCE AND NATIONALLY. SCHEDULING OF ATHLETIC CONTESTS, ALUMNI AND PARENT RECEPTIONS, AND ARRANGING THE PRESIDENT'S APPEARANCE FOR SPEAKING ENGAGEMENTS WILL ALL BEGIN TO BE BETTER COORDINATED WITH OUR ENROLLMENT MARKETING OBJECTIVES IN SPECIFIC GEOGRAPHIES.

HOWEVER, THIS IS ALL JUST THE BEGINNING. WHILE IT IS INCUMBENT UPON US TO TAKE BOLD AND DECISIVE ACTIONS TO MAKE THE PUBLIC IMMEDIATELY COGNIZANT, AND RECOGNIZE THE VALUE OF A GEORGE WASHINGTON UNIVERSITY EDUCATION AND THE BENEFITS IT OFFERS, WE MUST AT THE SAME TIME CONTINUE TO MAKE IMPROVEMENTS IN OUR SERVICE AND OPERATIONS. IT CANNOT BE ACCEPTABLE TO ALLOW UNABATED AN ATTRITION RATE OF MORE THAN 40% DURING THE FOUR YEARS A FRESHMAN CLASS MOVES TOWARDS GRADUATION.

WE MUST BEGIN TO LOOK AT NEW OPPORTUNITIES - IN COOPERATIVE EDUCATION AND INTERNSHIP PROGRAMS, INVESTIGATE THE NEED FOR EXPANDED STUDENT HOUSING, OR ESTABLISH HONORS PROGRAMS WHICH CHALLENGE OUR STUDENTS' INTELLECTUAL CURIOSITY; OR ENSURE A

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FINANCIAL CAPACITY TO KEEP OUR FACILITIES CLEAN AND REFURBISHED. WE MUST COMMIT OURSELVES TO ENHANCE THE VITALITY OF CAMPUS LIFE, TO IMPROVE THE ACADEMIC ADVISING SYSTEM SO THAT IT WORKS, FINE TUNE SERVICES LIKE REGISTRATION, AND BECOME MORE CONSUMER ORIENTED IN OUR ATTITUDES TOWARDS STUDENTS - TO TRULY RESHAPE POSITIVE PERCEPTION FOR OUR UNIVERSITY.

THE COMBINATION OF THESE TWO INITIATIVES - TELLING THE RIGHT PEOPLE THE RIGHT THINGS ABOUT OURSELVES, AND DOING THINGS BETTER WILL IN TIME PERMIT THE UNIVERSITY TO EVOLVE INTO A PREFERRED INSTITUTION FOR A LARGER PORTION OF THE COLLEGE BOUND POPULATION.

AS I SAID, THE WORK IS JUST BEGINNING AND I LOOK FORWARD TO BEING A PART OF THE EFFORT TO CONTINUE THE FURTHER ENHANCEMENT OF THIS GREAT UNIVERSITY.

Proposed "Market Basket" of Comparable Schools (5-year time frame).
Developed by Appointments, Salary, and Promotion Policies Committee,
Oct. 24, 1988.

1. American University
2. Boston University
3. Brandeis University
4. Carnegie-Mellon University
5. Duke University
6. Emory University
7. Georgetown University
8. New York University
9. Northwestern University

10. Tufts University
11. Vanderbilt University
12. University of Pennsylvania
13. Washington University

Approved by the Faculty Senate
November 11, 1988

REPORT OF THE EXECUTIVE COMMITTEE
NOVEMBER 11, 1988
BY PROFESSOR LILIEN F. ROBINSON, CHAIRMAN

On behalf of the Executive Committee, I would like to report on the activities of that committee since the October Senate meeting.

At the October meeting of the Committee, we met with Vice President Chernak, receiving an extremely informative update on a broad range of subjects, including recruiting, admissions, enrollment, and the role of athletics. Most of the topics have been the subject of Vice President Chernak's presentation today.

A number of items were discussed and considered for possible Senate review and action in the executive session of the committee:

1. Salary policies concerning retired faculty teaching and/or conducting research at the University. The Executive Committee has recommended that Professors Fox, Kirsch and Professor Emeritus Pierpont review this matter with Vice President French.
2. The proposed "market basket" of comparable schools submitted by the ASPP Committee.
3. A memorandum from Vice President French regarding establishment of college-wide personnel committees and amendment to the Faculty Code reflecting that requirement. This matter is being submitted to the ASPP Committee for review with the recommendation that it be considered in terms of a college-elected committee with the option of schools to establish or not establish such a committee.
4. The Administration's method of distributing a revised packet of information on retirement benefits. This matter is being forwarded to the ASPP Committee with suggestions from the Executive Committee that distribution of such information be to all employees.

I would also like to report that I have this week received notification of a non-concurrence in the Arts and Sciences. Additionally, the grievance in the Medical School continues in the informal mediation stage.

I would also like to remind you that the next meeting of the Executive Committee is November 18th. Resolutions should be submitted by that date. I know that a number are in preparation and hope that we can begin deliberations on some by the December meeting as our agenda for the remainder of the term will be a more balanced one.

Thank you.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate

October 31, 1988

The Faculty Senate will meet on Friday, November 11, 1988, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of October 14, 1988
3. Introduction of Resolutions
4. Introduction of and presentation by Robert A. Chernak, Vice President for Student and Academic Support Services
5. Further Update of Data Relating to Resolution 87/1, "A Resolution concerning Faculty Salaries"; Professor Arthur D. Kirsch, Chairman, Appointment, Salary, and Promotion Policies Committee (memorandum dated October 25, 1988, from Professor Kirsch with list of proposed "Market Basket" of Comparable Schools developed by ASPP Committee attached)
6. General Business:
 - (a) Nomination for election of Assistant Professor Kim J. Hartwick to the Educational and Admissions Policy Committee
 - (b) Report of the Executive Committee: Professor Lilien F. Robinson, Chairman
7. Brief Statements
8. Adjournment



J. Matthew Gaglione
Secretary



THE
GEORGE
WASHINGTON
UNIVERSITY

Department of Statistics/Computer and Information Systems

Washington, D.C. 20052
(202) 994-6356

TO: Executive Committee, Faculty Senate
FROM: A.D. Kirsch, Chairman *Ad Hoc*
Appointments, Salary, and Promotion Policies
DATE: October 25, 1988

The ASPP Committee met on October 24 and took up the concept of a "market basket" of comparison schools that would provide more appropriate comparisons for salaries, fringe benefits, etc., than the overall AAUP category I data we have been using. Using the work done on this task by the Deans and the Executive Committee of the Senate as a start, the Committee developed a list of 13 schools that should be acceptable to all faculties and to the administration.

This list should be viewed as flexible, and if data shows that any given school is not suitable or appropriate for our comparisons, changes can be made by the ASPP committee. If the Senate will grant tentative approval to this list, the administration, through the Director of Institutional Research, will begin to gather such data as salaries by school within the universities, tuition, course loads, etc., which will be of great value to not only the ASPP and Educational Policy Committees, but also to the newly established "Budget Advisory Team".

Proposed "Market Basket" of Comparable Schools (5-year time frame).

Developed by Appointments, Salary, and Promotion Policies Committee,

Oct. 24, 1988.

1. American University
2. Boston University
3. Brandeis University
4. Carnegie-Mellon University
5. Duke University
6. Emory University
7. Georgetown University
8. New York University
9. Northwestern University
10. Tufts University

11. Vanderbilt University
12. University of Pennsylvania
13. Washington University